

APPENDIX A
TransLink[®] Consortium Assistance RFP
January 2, 2008
Scope of Work

General Information

The contract entered into as a result of this RFQ will include a deliverables-based payment for Task 1 only. The work performed under Task 1 will result in a contract amendment that specifies deliverables and lump sum payments for work performed under Task 2, and allocates the remaining contract funds between Tasks 2 and 3

1. Develop Detailed Workplan

Consultant shall convene a kick-off workshop with the TransLink[®] Management Group to finalize a work plan and resource allocation for Task 2 versus Task 3. The Consultant shall develop a workshop outline and discussion guide under the direction of the TransLink[®] Management Group Chair or his designee. At the conclusion of the workshop, Consultant shall secure agreement on the 1) Outline for the TransLink[®] Business Plan, including a general description of deliverables; 2) Approach for how to get ongoing feedback from the TransLink[®] Consortium during development of the business plan; 3) Resource allocation for Task 2 versus Task 3 and, in general, within Task 2.

Based on this input, MTC and Consultant shall develop a final Task 2 workplan, which MTC will coordinate with Consortium representatives. The parties will then enter into an amendment to the contract to update the work plan, as appropriate, to divide the funding between Task 2 and 3, to add lump sum payments for the final deliverables in Task 2, and to add a project schedule for Task 2.

Deliverables:

- Discussion guide for Kick-off workshop.
- Convene Kick-off Workshop with TransLink[®] Management Group.
- Memo outlining key conclusions/agreements resulting from the workshop.
- Final Workplan/schedule for 24-month period of performance.

2. Develop Business Plan

Consultant shall assist the TransLink[®] Consortium in the development of a strategic business plan. The objectives of the business plan are to:

- Articulate a long-term, sustainable operating vision for the TransLink[®] program.
- Recommend business and governance strategies to support the vision.

- Prioritize long-term and short-term work items for the TransLink® Consortium.

Appendix A-1 shows a preliminary list of possible topics for the business plan. Consultant shall use this table as a starting point for the Business Plan outline.

To support development of the plan, Consultant shall work with the TransLink® Management Group or its designated working group, as determined in the kick-off workshop in Task 1. The Plan will set priorities for implementation and recommend solutions to project challenges, where possible. The Plan will recommend an approach for resolving other issues that might not be resolvable within the timeframe of the business plan development.

The Plan will recommend a work plan for Consortium implementation by identifying lead assignments, and clarifying roles and responsibilities for transit agencies.

The Consultant will provide a Draft TransLink® Business Plan to the TransLink® Management Group or its designated working group and MTC for review and input. After receiving input from TMG and MTC, Consultant shall make corrections and recommend specific revisions to the Draft TransLink® Business Plan, and prepare the Final TransLink® Business Plan for TMG approval.

Deliverables:

- Workshops, as appropriate with Consortium.
- TransLink® Business Plan (Draft and final).
- Annual work plans for Consortium.

3. Support and Facilitate Consortium Decision-Making

Consultant shall support the TransLink® Consortium and its committees necessary to make effective decisions for the TransLink® program and to implement the Business Plan developed in Task 2. Tasks previously performed by the TransLink® Consortium Support Contractor are shown in *Appendix A-2*.

Deliverables:

- To be determined.

Appendix A-1
Possible Topics for TransLink® Business Plan

1. Small Operator Deployment Strategy	Recommend strategies for deployment of TransLink on remaining transit operations in the Bay Area. Considerations include geographic proximity, common service (e.g., connecting service to BART), fare policies, and/or fleet types.
2. Affiliate and Services Strategy	Recommend strategies for partnering with potential future program affiliates, especially strategies for expansion to electronic parking payment. Assess existing parking opportunities and challenges (e.g., current approach for transit parking payment, parking payment programs sponsored through the federally-funded Urban Partnership Program [UPP], other approaches for municipal parking, etc). Assess possible approach for rapid inclusion of small operators. Other potential partners include social services organizations, retailers, financial institutions, and paratransit providers. Facilitate the evaluation of trade-offs between sequencing, technical complexity, potential value/customer interest, and resource constraints.
3. Customer Management	Develop targets and recommend strategies for market penetration and customer satisfaction. Facilitate the establishment of protocols for monitoring market penetration and customer satisfaction, and initiatives for achieving the targets. Establish fare media transition targets to eliminate existing non-TransLink® forms of prepaid fare media. Build on Fare Integration Study recommendations for regional pass implementation (the Study is now underway under direction by the San Francisco Municipal Transportation Agency). Review/rationalize fare discount categories.
4. Resource/Financial Plan	Develop long-range financial plan. Assess/refine forecasts for steady state costs associated with management of the program. Implement a method for collection of program operations payments from participating transit agencies. Address ownership and management of the float account and other TransLink® settlement accounts.
5. Card and Brand Strategy	Define strategies for card and application issuance and management. Recommend brand use, including standards, usage rights, compliance, etc.
6. Contract Management and Strategy	Define what aspects of program management and support continue to be contracted out vs. delivered by agency staff. Define next procurement strategy.
7. Technology Migration Plan	Address card replacement, equipment life cycle and migration strategies, Add Value Machine replacement and migration. Recommend integration path with other electronic payment services in region (e.g., FasTrak®, planned High Occupancy Toll [HOT])

	Network, etc.)
8. Governance and Operating Rules	Update bylaws and operating rules, such as allocation of fees and revenues among participants, strategies for conflict resolution within the context of the Participation Agreement; assurances and protections against revenue loss. Facilitate the adoption of a discrete dispute process as specified in the IPA.
9. Card and Value Distribution Strategy	Assess distribution strategy to ensure an equitable, comprehensive and rational strategy for TransLink [®] card and value distribution strategy. Evaluate investments in ticket vending machines (TVMs), point of sale (POS) locations, employer benefits, transit ticket offices and website. Address equity, cost-effectiveness and convenience.
10. Committee Planning	Assess and refine committee structure, as appropriate. Establish annual work plans for TMG, TOG and its committees.
11. Transition Plan	Assist transit operators in assuming the lead from MTC in managing day-to-day operations of TransLink [®] .